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8 FEB 1968

MEMORANDUM FOR: Director of Personnel

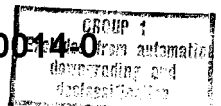
SUBJECT : A Projection of Agency External Employment Assistance

1. Ninety-three individuals preparing for retirement received support from the Internal Placement Branch (IPB) in 1967 - about fifty percent of the number retiring. At the end of 1967, seven retirees had not advised IPB of their success or failure in obtaining other employment, and to our knowledge five others are still unemployed. (It is in the scheduled plans of the Retirement Counseling and Placement (RCP) Staff that during 1968, one-hundred percent of those retiring will have the opportunity to receive retirement counseling and group assistance through seminars, literature of benefit in pre-retirement planning, briefings by specialists in areas of vital interest.) Seventeen percent of those who were in touch with IPB in 1967 left and had no stated career interest. It is logical to project that a much higher percentage of those who, prior to leaving did not obtain IPB assistance, had no interest in follow-up employment. Thus it may be estimated conservatively that twenty-five to thirty percent of Agency retirees have no interest in re-employment after retirement.

2. An expected increase in Agency retirees over the next five to ten years will probably bring the retiree average to two-hundred per year (both optional and mandatory). With this trend we can anticipate that about sixty of these would have no interest in post-retirement employment. Thus we are gearing our plans to provide re-employment assistance to approximately one-hundred and forty retirees per year - eleven to twelve per month.

3. At the end of 1967, IPB had thirty-two positions listed as available for which no qualified retiree could be found - either optional or mandatory. These positions were the equivalent of GS-04 to GS-16 levels. On the other side of the coin, the practice has been limited of attempting to place a person by mailing fifty, one-hundred or in some cases over two-hundred copies of his resume with the hope that some organization would pick him up. That system had some obvious security weaknesses plus potential emotional and psychological ill effects on the employee when no positive response was received.

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4. Any employee approaching retirement should be advised by his supervisor, personnel officer and career service board to take the fullest advantage of the Retirement Counseling Program. The assistance ranging from the answering of a simple question to receiving aid in obtaining re-employment after leaving the Agency is available to any employee. Unfortunately, some personnel officers and supervisors continue to mislead employees into believing that the new retirement counseling effort is nothing more than an expansion of the Out Placement work of the past. Too often an employee will arrive just prior to separation and become very disgruntled when he finds there is not an immediate solution to his needs. Foresight and the timely use of the new retirement counseling service will benefit greatly a retiree.

5. An employee often arrives at the RFP with the impression that he is going to find hundreds of positions available from which he can choose one to his liking. A number of vacant positions are always known to the RFP. Some cases are successfully filled through the joint efforts of the employee and the RFP. By far the largest number of successful re-employment cases represent careful planning, resume development for use in the application process, market research to identify applicable job opportunities and guidance in preparing the most presentable presentation of credentials terminating in a personal interview.

6. I am developing a new system with the RCP Staff Counselors and the External Employment Assistance Branch (EEAB) (formerly the EPE), incorporating market analysis, market projections and field submissions to headquarters of market potentials by employees, retirees and Agency associations. Early phases have already brought some suggestions from the field. In pursuing this effort, the RCP Staff must restrain itself from opening any flood gates because of the obvious lack of ability in the Agency to fill positions in any quantity with our limited number of retirees, as mentioned in paragraph 2. Therefore, the fishhook or harpoon approach to identifying employment possibilities is preferred to a wide netting effort which would bring in many more job opportunities than possibly could be filled by Agency retirees. Pipelines will be opened for channelizing a retiree's placement efforts.

7. It is absolutely essential to establish a Contact Control Index on outside organizations with which the EEAB is working. Greater use must be made of the experience which we are acquiring through our relationships with outside organizations, also controls and continuing

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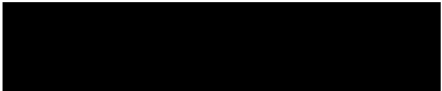
Approved For Release 2000/05/08 : CIA-RDP78-03091A000200030014-0

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records must be maintained. We should know what Agency employees have been referred to an organization and for security reasons who the contact persons in an organization are and which Agency offices are involved. Any limitations or holds on approaches as well as contacting arrangements must be recorded and readily available. A **RESEARCH FILE** which holds 5x8 cards will be used for this purpose. The items to be included on this card are now under consideration; they will include employees introduced, record of action on the employee's case, positive and negative responses, the organizations hiring interests. The system will be in operation within a couple of weeks after the card forms have been printed. In the meantime, information is being assembled in rough form by the **EEAB** with the assistance of recruits in the **IAS**.

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Chief, Retirement Counseling & Placement Staff

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Approved For Release 2000/05/08 : CIA-RDP78-03091A000200030014-0

6 FEB 1968

MEMORANDUM FOR: Director of Personnel

SUBJECT : Scope of the Retirement Counseling Program
under Development by the RCP Staff, OP

1. In the future, many of our employees' questions and problems will be answered, rectified or eliminated through the normal course of the five year pre-retirement counseling program. Up to the present time some questions of personal concern have been left unanswered or only have been faced, often inadequately, at the time of departure. The contents of the "Retirement Information" pamphlet, the Retirement Newsletter, the Retirement Reading Room collections, the seminars and the individual counseling sessions are all being patterned to inform our employees and condition their thoughts and attitudes concerning retirement. It is anticipated that through this phased and controlled indoctrination and planning effort many cases which now loom as minor or major problems for the Agency will be eliminated or become less aggravated or severe. There will certainly be a resultant reduction in the pressures and demands upon senior management officials of the Agency in the handling of problem cases.
2. One major area of concentration for the RCP Staff covers external placement--the lead time and preparation, the actions required and the procedures to be followed. (One-fifth of the first seminar is to be spent on this area of interest alone.) There are many parallel fields to be developed which will condition the pre-retirement employee for maximum readiness and optimum personal contribution in preparing for his retirement, including the ultimate steps to be taken in obtaining post-retirement employment. It is our intention to establish a Program which will leave the initiative, particularly many of the preparatory steps, in the hands of the employee in pursuing his external placement efforts.
3. Currently too many Agency officials in command and supervisory positions as well as personnel officers are uninformed as to the true capabilities of the External Placement Branch (EPB) of the Retirement Counseling and Placement Staff. (The External Placement Branch (EPB) is being renamed the External Employment Assistance Branch (EEAB). The RCP Staff has launched a campaign to convey to all employees the actual nature of the EEAB effort. During the past week three officials directed employees to go to the EPB and get a job outside the Agency. Each of these employees was given the distinct impression that EPB had positions available for anyone for the asking. Even employment agencies which rely for their livelihood on job placements do not have job possibilities available for everyone who walks in.

Approved For Release 2000/05/08 : CIA-RDP78-03091A000200030044-0

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4. The REAB will encompass job exploration, market analysis, cover and security coordination, resume guidance and authentication and correspondence support. It must be recognized by the employee and by Agency authorities that a reasonable time allotted prior to leaving the Agency will permit more efficient support from the RCP Staff and contribute to the individual's satisfactory solution of his re-employment requirements with the aid of the REAB. Although the Agency may direct an employee to a position, he must ultimately sell himself to his new employer.

5. Other areas of concentration in the Retirement Counseling Program are of notable concern to all Agency retirees. Some of the products of the RCP Staff effort were mentioned in paragraph 1. These media will be the continuing channels whereby employees will be enlightened and indoctrinated in such important areas as financial and estate planning, health, Civil Service and CIA retirement benefits, tax and insurance matters, social security and Medicare, education and re-training, living in retirement, part-time employment second careers.

6. 1968 is the year of creation and development of the Retirement Counseling Program. The RCP Staff's 1968 schedule includes the conducting of four seminars; the publication of an unclassified pamphlet of "Retirement Information"; the initial release of an internal periodical - The Retirement Newsletter; the establishment of a resume preparation and approval system with Central Cover Staff and Security; the planning of an unclassified Newsletter for retirees; the inauguration of a Retiree Market system with an initial array of outlets, channels and master records under controlled readiness; the assembling of retirement booklets in kits on various fields of retiree interest; the development of a coordinated correspondence and service center for retirees and selected resignees; the preparation of staff studies on a number of legal or regulatory subjects with recommended action of benefit to the Agency and retiree candidates.

7. All echelons of the Agency will be advised through appropriate means and at proper times concerning the status of various aspects of the Program under development in the RCP Staff.

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Chief, Retirement & Counseling Placement Staff

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